

23 June 1966

MEMORANDUM FOR: Director of Training

THROUGH : Director of Personnel

SUBJECT : External Training Report -- National War College

1. This memorandum is for information and reports of my attendance at the 1965-66 session of the National War College.

2. As your catalogues indicate, the curriculum of the War College is devoted to a study in depth of the essential factors of U.S. national security. The curriculum is divided into 10 separate courses, each concerned with a particular area of our national security posture or problems relating to foreign policy formulation.

3. The academic program of the War College includes lectures, where guest speakers from the Government and the academic world address the student body; discussion groups made up of small numbers of students; student committee problems and presentations; domestic and overseas field trips; and individual student reading, research and oral presentations.

4. The 1966 class was comprised of four general groupings, representing the Army, the Air Force, the Navy and Marine Corps, and civilian officers of the Federal Government. The class numbered 137 in size. The faculty, approximately 35, was made up of military officers from all branches of the armed services plus selected members of professorial rank from various universities.

5. The student body provided an extraordinary range of experience. Almost every major element of our military structure was represented in some aspect of individual student experience. The civilian group, although predominantly State Department, provided representatives from the Treasury, Commerce, civilian elements of the armed services, USIA, AID, DIA, NSA, ACDA, Bureau of the Budget and, of course, CIA. Without exception, individual students gave every indication of having been carefully selected for attendance. It is apparent that the National War College is regarded as the capstone of a senior military officer's training career. And to judge from the increasing numbers of career ambassadors who have attended the War College, Foreign Service Officers, representing the State Department, so regard it.

6. In providing an overall critique of the course, I need only say that this past year was one of the most stimulating and productive experiences I have ever had. I learned a great deal having to do with the broad formulation of our foreign policy and the development of national security policy, and the basic

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federal structure which contributes to each. The exposure, I am sure, affected my personal attitudes and philosophy in a manner which defies exact definition and which, perhaps, will only become apparent in the light of possible future experience; in this regard, I cannot question its residual value.

7. The year at the National War College is a very active one, intellectually as well as socially. The student body and the faculty are cordial and gregarious. As the academic year develops and problems presented for discussion become more stimulating, intellectual curiosity is the order of the day. And, in spite of the basic courtesy which never seems to diminish, some mighty penetrating questions are asked. My colleagues from the Agency and I found the best answer to be always the straight forward one. War College student bodies are, by nature, sophisticated in matters concerning the national interest and are pragmatic in approaches to national security matters. The student members of my class were all strong supporters of CIA and its mission. Many of them, military and civilian, have served with the Agency or even have engaged in Agency operations overseas. And while the majority were not particularly knowledgeable, in terms of specific Agency programs, they all seemed to endorse its activity and minimize the criticisms that sometimes get in the press. In other words, the Agency's image at the War College is first rate. And, certainly, one of the best ways to keep it that way is to ensure that our student representatives are honest and candid and do not attempt to equivocate, under transparent excuses of security privilege, in discussions where Agency activity is under consideration.

8. A number of Agency senior officers, including, of course, the Director addressed the student body throughout the college year. Individually, they were excellent. Collectively, however, I believe a better job could have been done during the day the student body visited the Headquarters Building.

9. The Director was the first Agency official to speak. He addressed -- I believe it was on a Friday morning -- the combined student bodies of the National War College and the Industrial College of the Armed Forces at the UCAF Auditorium. This was the morning following the attempted Indonesian coup and he did a fine job. Comments were extremely favorable and the question and answer period following his talk stimulated a lot of discussion later in the day. The Director made one point in his address which was well taken and well understood by the student body: that "CIA does not make policy and that CIA is not a wheeling and dealing organization." It should have been left at this because he did score with his point. Unfortunately, the following Monday, during the day we spent at the CIA Auditorium, too many speakers reiterated this theme. I felt at the time that this was because of lack of coordination between speakers, but it was constantly repeated that "CIA does not make policy and that CIA neither wheels nor deals." The theme took on defensive overtones and, while I don't think it hurt the Agency's image in the slightest, it was a source of considerable amusement throughout the remainder of the academic year. As I mentioned earlier, this is a sophisticated and pragmatic audience entirely in favor of an energetic national security policy. The last thing CIA needs to be to it is defensive.

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10. I would recommend -- for consideration for future "CIA days" for the War College -- a stronger emphasis on substantive matters. It is safe to assume that future audiences will show the same positive and lively interest in the operational aspects of Agency activity. This, of course, is primarily in the Directorate for Plans and the Directorate for Science and Technology. I think a great deal can be said to this group which need not be sensitive in nature but which will give it a clearer understanding of intelligence collection and covert action. I believe one of the large classrooms might be used for a layout of technical devices used in covert operations (sponsored, perhaps, by TSD); I am sure such a show would do much to convey to War College students a graphic picture of certain aspects of clandestine operations. I offer such thoughts as suggestions only; but, I truly feel that we should make every effort to present a positive and dramatic briefing of CIA's operational activity as well as an explanation of the responsibilities of our intelligence analysts and the production of national estimates.

11. In addition to the Director, the DD/SCM provided the group with a fine presentation. The Deputy Director/ICPIC gave an excellent lecture and, later in the year, the Director for Scientific Intelligence came to the college and did a thoroughly interesting job on the topic of scientific intelligence.

12. The academic program was so fast paced that, at this near point in time, it is difficult to select highlights. I should call attention to the caliber of the guest lecturers (I think the principal officer of every executive department in the Government addressed the group as well as distinguished present and former military and civilian leaders of the nation); the overseas field trips, where we had opportunities to discuss area problems with ambassadors and senior Government officials of the host countries; the committee work; the discussion groups; and, most certainly, the close relations developed with individual members of the student body.

13. Finally, I must compliment the Office of Training for the four-day session which provided a sort of preliminary briefing for those of us who were to attend the senior officers schools during the 1965-66 academic year. In addition, members of the Registrar's Office, particularly those in the External Training Branch of OTR, were especially generous with their help throughout the year.

14. Again, I should like to say that this has been one of the most rewarding years of my life and I am most grateful for having been given the opportunity to attend.

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Deputy Director of Personnel  
for  
Planning and Research

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cc: Deputy Director for Support

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